

## US Forces Security Force Assistance (SFA) Training and Qualification Standards

To serve as the Joint SFA proponent and comply with the directed tasks contained herein, USSOCOM, in coordination with the Services and the greater SFA community, has developed SFA Training and Qualification Standards. These tasks provide commanders an outline of the required skills to enable individuals and units to operate effectively in the conduct of SFA activities and contribute to mission success.

“United States Special Operations Command (USSOCOM) is designated as the Joint SFA proponent. The mission of the Joint SFA proponent is to lead the collaborative development and integration of SFA capabilities across the Department.” (DEPSECDEF MEMO, SUBJECT: Security Force Assistance, September 9, 2008)

The SFA Training and Qualification Standards specifically address the following requirements;

CDRUSSOCOM shall:

-Lead the development of joint SFA training and education for individuals and units. (DEPSECDEF MEMO, SUBJECT: Security Force Assistance, September 9, 2008, Page 2, Item 2)

-Establish training standards for general purpose forces to train to the security force assistance mission. (DoDD 1322.18, January 13, 2009, Para 12. b.))

-In coordination with the Secretaries of the Military Departments and the CDRUSJFCOM, assist the Chairman of the Joint Chiefs of Staff by serving as lead for the development of joint doctrine, training, and education relevant to SFA activities conducted within a host country from the individual to the Service-level. (DoDI 5000.68, October 27, 2010, Para 12. a. (1))

-In coordination with USJFCOM, DSCA, JS J1, JS J5 & J7, develop joint training requirements (to include standards/certification requirements) for SFA to include.

- Knowledge about authorities, policies, and funding
- Conduct of assessments of host nation SFA needs
- Provision of baseline cultural and language skills in the furtherance of SFA objectives
- Methods for mission evaluation
- Knowledge and awareness of international law and governance

(SFA DCR, DRAFT)

-Coordinate with the Secretaries of the Military Departments and the CDRUSJFCOM to assist the CDRUSCENTCOM in the development of SFA and COIN training and education programs as directed in this DTM. (Directive Type Memorandum (DTM) 11-002 – Counterinsurgency (COIN) Training and Reporting Guidance for Preparing U.S. Forces to Succeed in Afghanistan and Pakistan, December 9, 2010, Para 13. a.)

## US Forces Security Force Assistance Training and Qualification Standards Summary Page

The US Forces Security Force Assistance (SFA) Training and Qualification Standards relevant to SFA activities conducted within a host country from the individual to the Service-level outline essential skills that must be mastered in order to contribute to mission success.

These tasks provide Service commanders an outline of required skills for individuals and units to operate effectively in the conduct of SFA activities both unilaterally or jointly in any operational environment. The SFA Training and Qualification Standards address both the individual-enabling skills required to effectively contribute to the collective-enabling tasks and to operate in foreign cultures and to conduct the identified SFA developmental tasks; Organize, Train, Equip, Rebuild/Build and Advise (OTERA) Foreign Security Forces (FSF).

### 1. Individual-Enabling Tasks/Skills:

- a. Possess Language Capability
- b. Possess Medical Capability
- c. Proficient in Survival Evasion Resistance Escape (SERE)
- d. Proficient in Instruction Techniques
- e. Proficient in Cross-Cultural Communications
- f. Possess Regional Expertise/Orientation
- g. Proficient in the Preparation of an Area Study/**Assessment?**
- h. Possess Knowledge of Security Assistance (SA), Foreign Military Sales (FMS) and other available funding sources
- i. Possess Knowledge of DOD, IA, COCOM and Country Team activities
- j. Possess Advisor Specific Skills
- k. Possess a Basic Understanding of Unconventional Warfare (UW) TTPs (SOF Only)
- l. Possess a Basic Understanding of Counterinsurgency (COIN) TTPs (**AFGH QUAL STD**)
- m. Possess a Basic Understanding of Foreign Internal Defense (FID) TTPs

### 2. Collective-Enabling Tasks:

- a. Conduct SFA Mission Analysis and Planning
- b. Assess Foreign Security Force (FSF) Unit. (Organizational, Institutional, Environmental)
- c. Provide Effective Security Force Assistance
- d. Build Effective Advisor/SFA Team(s)
- e. Provide Force Protection and Sustainment
- f. Operate effectively with the FSF and amongst the population
- g. Understand Negotiations, Mediation and Conduct Effective KLE
- h. Effectively communicate in the Advising Environment
- i. Maintain situational awareness and contextual understanding of the FSF actions
- j. Build upon current FSF capabilities and sustainable processes
- k. Execute all actions/activities within appropriate and authorized processes
- l. Establish/Maintain Unity of Effort

### 3. Security Force Assistance Developmental Tasks:

- a. Organize Foreign Security Forces
- b. Train Foreign Security Forces
- c. Equip Foreign Security Forces
- d. Rebuild/Build Foreign Security Force Infrastructure
- e. Advise Foreign Security Forces

<b>Task #1: Individual-Enabling Tasks/Skills:</b>	
<b>1-a</b>	<b>Possess Language Capability</b>
	Possess a current DLPT language rating of (1/1/1)* in primary language
and	Possess a current DLPT language rating of (0+/0+/0+)* in target country of deployment or have completed 40+ hours of classroom or online instruction
Notes	2 of the 3 modalities are required, with the two-score speaking test preferred
<b>1-b</b>	<b>Possess Medical Capability</b>
	Possess Medical Specialty or MOS
or	Possess current Combat Lifesaver Course (CLS) certification
or	Possess current Advanced Tactical Practitioner (ATP) certification
or	Possess current Tactical Combat Casualty Care (T3C) certification
Notes	Medical Specialty or certification must be Service recognized and tracked
<b>1-c</b>	<b>Proficient in Survival Evasion Resistance Escape (SERE) or requisite FP/AT</b>
	SERE is required for all Combat Advisors*
or	Theater identified Force Protection/Anti-terrorism training (non-combat Advisors)
Notes	IAW Joint Standards for SERE training ISO Code of Conduct, JPRA, 5 November 2010
<b>1-d</b>	<b>Proficient in Instruction Techniques</b>
	Possess instructor MOS, ASI or be in a Current Instructor Duty Position
or	Instructor Training Course (ITC) certified
or	Methods of Instruction (MOI) certified
Notes	MOS, ASI or certification must be Service recognized and tracked
<b>1-e</b>	<b>Proficient in Cross-Cultural Communications</b>
	Able to identify and discern cultural differences
and	Able to interpret the nonverbal behavior of individuals from the FSF and the population
and	Understands and exercises perspective-taking skills
and	Able to identify common goals and common ground with individuals from another culture, recognizing the similarities as well as the differences
and	Identifies and demonstrates the interpersonal skills that contribute to being an effective advisor (Patience, Adaptability, Judgment, Team Player, Initiative)*
and	Demonstrates adaptability and displays a desire to engage unfamiliar situations
and	Applies knowledge of cultural customs to build rapport and enhance communications (IE: holding hands, drinking tea, eating goat, etc...)
and	Able to operate in ambiguous or uncertain environments
Notes	The listed interpersonal skills are not all inclusive
<b>1-f</b>	<b>Possess Regional Awareness/Orientation</b>
	Possess Regional Awareness/Training on Primary/Assigned AO
and	Have previously deployed to Target Country of Deployment as an Advisor/PRT/Engagement Team member
or	Receive Training on Region and Country of Deployment ICW the development of an Area Study
or	Possess a current Culture Awareness Assessment (0+) for Country of Deployment
Notes	
<b>1-g</b>	<b>Proficient in the Preparation of an Area Assessment</b>
	Proficient in the preparation of an Area Study

and	Understand the requirements for an Area Assessment
Notes	TC 18-01, Special Forces Unconventional Warfare, November 2010, App. A, B
<b>1-h</b>	<b>Possess Knowledge of Security Cooperation (SC), Security Assistance (SA), Foreign Military Sales (FMS) and other available funding sources and authorities</b>
	Possess current acquisitions/Logistics MOS or current Logistics Duty Position
or	Serve previously as a Security Assistance Officer (SAO)
or	Completed DISAM 3-Day Security Assistance (SA) Course
Notes	
<b>1-i</b>	<b>Possess Knowledge of DOD, IA, COCOM and Country Team activities</b>
	Served previously as part of a Country Team, DAO or SAO
or	Served as a member of a Provincial Reconstruction Team (PRT)
or	Completed Joint Civil-Military Operations Course (JCMOC) or Similar
or	Completed Foreign Service Institute (FSI) PRT training or CEW/CRC course
Notes	Joint Security Cooperation Education and Training Manual (AR 12-15/SECNAVINST 4950.4B/AFI- 16-105), Security Cooperation Organizations in the Country Team Options for Success (RAND, 2010)
<b>1-j</b>	<b>Possess Advisor Specific Skills</b>
	Understand the Role of the Advisor
and	Demonstrate the Principles of Influence for the Advisor (Rapport, Credibility and Value)
and	Understand the importance of Rapport, how to establish it and how to evaluate how effective it is (Understanding, Respect and Trust)
and	Understand how to build Credibility (Leadership, Expertise, Understanding, Advice)
and	Understand how to provide Value to your Counterpart (Training, Enablers, Power, Funding, (Advice, but only after Credibility is established)
and	Understand/Demonstrate the Principles and TTPs of Effective Negotiations
and	Understand/Demonstrate how to Effectively use an Interpreter
Notes	TC 31-73 "Special Forces Advisor Guide", MTTP "Advising" (ALSA), 08-21 "Combat Advisor" (CALL), TR 1248 "The Human Dimension of Advising" (ARI)
<b>1-k</b>	<b>(SOF Only) Possess a Basic Understanding of Unconventional Warfare (UW) TTP s</b>
Notes	TC 18-01, Special Forces Unconventional Warfare, November 2010
<b>1-l</b>	<b>Possess a Basic Understanding of Counterinsurgency (COIN) Doctrine and TTPs</b>
	U.S. Government Counterinsurgency Guide, JP 3-24, FM 3-24/MCWP 3-33.5
Notes	<b>For active insurgency Ref:</b> FM 3-24.2 and COIN Qualification Standards for Afghanistan
<b>1-m</b>	<b>Possess a Basic Understanding of Foreign Internal Defense (FID) Doctrine and TTPs</b>
	JP 3-22, JP 3-07.1, MTP 31-807-30, ATTP 3-05.22 ARSOF FID

<b>Task #2 Collective-Enabling Tasks</b>	
<b>2-a</b>	<b>Conduct SFA Mission Analysis and Planning</b>
	Determine the FSF missions, roles and responsibilities within the policies, guidance and directives of the legitimate authority, measuring those against the current theater or country campaign plans ISO US Objectives.
	Conduct Pre-Deployment Site Survey (PDSS)
	Understand the SFA Planning process and be familiar with the available SFA Planning tools/guides
Notes	SFA Planner's Guide: FSF Force Generation (JCISFA)
<b>2-b</b>	<b>Assess Foreign Security Force (FSF) Unit (Organizational, Institutional, Environmental)</b>
	Assess the FSF current capabilities, required capabilities to meet the current and projected environment, and the institutional gaps that must be addressed to enable the FSF to adequately sustain the desired capabilities.
	Conduct Mission Analysis from the FSF point of view in the context of his environment, resources and cultural contexts IOT determine desired proficiency levels for established METs.
	Determine the FSF problems (developmental gaps) and underlying conditions of the FSF problems. (DOTMLPF-P, PMSEII-PT, METT-TC)
	Determine how to integrate viable Measures of Effectiveness (MOE) and Measures of Performance (MOP) into unit specific FSF and the SFA organization.
	Understand the difference in a capability and capacity gap as each relates to the environment and what the FSF must do.
	Determine the required SFA capabilities, within the SFA providing unit, IOT support the execution of the SFA developmental tasks: Organize Train, Equip, Rebuild/Build, and Advise (OTERA).
Notes	SFA Planner's Guide: FSF Force Generation (JCISFA), FM 3-24.2 Tactics in Counterinsurgency
<b>2-c</b>	<b>Provide Effective Security Force Assistance</b>
	Ensure all actions and activities of the Advisor support the legitimacy of the FSF.
	Develop Credible, Capable, Competent, Confident and Committed FSFs.
	Develop Rapport with your FSF counterpart
	Work closely with your FSF counterpart (Eat, Sleep and Operate together)
	Utilize the appropriate TTPs IOT develop the FSF (Trainers, Advisors, Partners, Augments).
Notes	TC 31-73 "Special Forces Advisor Guide", MTTP "Advising" (ALSA), 08-21 "Combat Advisor" (CALL), TR 1248 "The Human Dimension of Advising" (ARI)
<b>2-d</b>	<b>Build Effective Advisor/SFA Teams</b>
	Assemble appropriate personnel based upon required area of expertise (SME).
	Ensure requisite rank or status of personnel in relation to the level of interaction and influence desired/required with the FSF.
	Select/Assign team member(s) according to prior working knowledge/past experience

	with the FSF.
	Select personnel with Regional Expertise (Language and Culture).
	Ensure Advisor/SFA team compatibility.
	Structure team according to team functional requirements and expertise.
Notes	Consider Assessment, Selection and Team Dynamics
<b>2-e</b>	<b>Provide Force Protection and Sustainment</b>
	Ensure requisite skills and training are possessed IOT apply appropriate force protection/survival skills equivalent to the environment being deployed; Combat Skills Training, Field Craft, AT/FP, SERE, MTN WFR, etc...
	Integrate FSF into the Force Protection Plan.
Notes	Reference Service and Theater specific training and travel requirements for the AOR
<b>2-f</b>	<b>Operate Effectively with the FSF and amongst the Population</b>
	Effectively employ Cross-Cultural Communications; Advising FSF, Understanding FSF problems, Operating among the population.
	Determine local hierarchy of needs among the population.
	Understand and Employ local cultural standards and expectations. (Dos & DON'Ts)
	Seek feedback on own performance
	Manage interpersonal and inter-group conflict
Notes	
<b>2-g</b>	<b>Understand Negotiations and Conduct Effective Key Leader Engagement (KLE)</b>
	Understand the requirements to prepare for effective Negotiations
	Understands BATNA
	Understands when and with whom to negotiate
	Understands the requirements to prepare for a KLE
	Understands when and with whom to conduct a KLE
	Understands the difference between Mentoring/Relationship building and a KLE
	Applies appropriate influence and persuasion techniques during negotiations Applies appropriate influence and persuasion techniques during negotiations
Notes	
<b>2-h</b>	<b>Effectively Communicate in the Advising/SFA Environment</b>
	Effectively communicate in the FSF language; Basic survival words/phrases IOT Build a Relationship with the FSF counterpart, Demonstrate commitment and enables Advising.
	Each deploying SFA Unit (team/individual) possesses a minimum of one (1) Linguist/Interpreter/TM member in the target language at (1/1/1) and one (1) Linguist/Interpreter/TM member in the target language at (2/2/2)
	Effectively Manage and Employ Interpreter(s).
	Transfer Information, Skills and Expertise during Training, Advising and Operations.
	Interpret verbal and nonverbal cues common in the AO
	Detect manipulation and deception in interpersonal interactions with the FSF
Notes	
<b>2-i</b>	<b>Maintain Situational Awareness and Contextual Understanding of the FSF actions</b>
	Develop an Understanding of the Operational Environment; Social, Cultural, Religious, Geographic and Historical Contexts.
	Interpret events through the cultural lens of the FSF.
Notes	

<b>2-j</b>	<b>Build upon current FSF Capabilities and Sustainable Processes</b>
	Develop a detailed understanding of the FSF organizations, doctrine, leadership, training methods, past engagements, past SFA activities, facilities available, etc...
	Review previous SFA AARs, Reports and EXSUMs from the country of deployment and from the specific FSF.
	Register for and Utilize current SFA Resources, Forums, Databases and Centers of Expertise.
	Initiate SFA AAR/SODARs prior to PDSS and submit upon completion of mission.
Notes	USSOCOM JLLIS, JCISFA, US Army CALL, Theater/Country Security Cooperation Officer
<b>2-k</b>	<b>Execute all actions/activities within appropriate and authorized processes (Funding, Foreign Disclosure, Legal Authorizations, Advisor Activities)</b>
	Properly execute information and equipment transfer, utilization of funds, property accountability and disposition, foreign disclosure, approved TTPs, Advisor authorized activities, etc...; (FDO, ROA, DISAM, FOO, CERP, SA, 1206, FMS)
	Ensure proper utilization of funds and from the appropriate funding source.
	Ensure all information, materials and TTPs have been cleared for foreign disclosure.
	Conduct only authorized activities ISO FSF development.
	Understand US standard and FSF standard in regards to corruption and acceptable standards of conduct
	Ensure approval from higher is received for all activities that may fall outside the norm. (IE: Patches, Uniform Deviations, Grooming Standards, Force Protection, Reporting, etc...)
	Ensure all personnel, equipment, accessories are pre-authorized and cleared for movement through Host Nation Customs
Notes	
<b>2-l</b>	<b>Establish/Maintain Unity of Effort</b>
	Conduct all operations and activities maximizing Unity of Effort with all other agencies and organizations; CIV-MIL, OGAs, non-governmental agencies, other services, coalition forces, private contractors, etc...
	All SFA activities must support a higher Campaign Plan
Notes	

<b>Task #3 Security Force Assistance Developmental Tasks</b>	
<b>3-a</b>	<b>Organize Foreign Security Forces:</b> Include all activities taken to create, improve, and integrate doctrinal principles, organizational structures, and personnel management. This may include doctrine development, unit/organization design, command and staff processes, and recruiting/manning.
	Design organizational structures ICW legitimate authority desires and sustainable capabilities and capacities, ISO USG objectives
	Determine the appropriate design of the organization IOT meet operational requirements.
	Determine material requirements for the organization.
	Determine leader development needs and education.
	Determine required skills to be trained/developed.
	Determine appropriate Doctrine/SOPs.
	Implement/Advise recruiting operations.
	Determine the required FSF generating force functions IOT sustain the organization.
Notes	
<b>3-b</b>	<b>Train Foreign Security Forces:</b> All activities taken to create, improve, and integrate training, leader development, and education at the individual, leader, collective, and staff levels. This may include the development and execution of programs of instruction, training events, and leader development activities.
	Develop training plans ICW FSF leadership desired end states.
	Develop POIs for required blocks of instruction.
	Ensure instructors are SMEs qualified in methods of instruction and appropriate instruction techniques are utilized.
	Instructor effectively communicates with the FSF training audience. (Language/Interpreter)
	Establish FSF trainers through a train-the-trainer process.
	Ensure appropriate FSF standards are developed and used for all training events.
Notes	
<b>3-c</b>	<b>Equip Foreign Security Forces:</b> All activities to create, improve, and integrate materiel and equipment, procurement, fielding, accountability, and maintenance through life cycle management. This may include new equipment fielding, operational readiness processes, repair, and recapitalization.
	Assess current status of FSF equipment O/H and the associated processes.
	Verify the US supported equipping plan for the FSF organization IRT the threat.
	Determine appropriate equipment type and numbers that are sustainable and supportable by the FSF. (Technically, Financially, Availability, Interoperability, Accountability)
	Provide, account, track and repair provided items IAW current Policy, Authority, Rules and Regulations utilizing the appropriate funding sources or processes. (DISAM/DSCA)
	Advise/Develop FSF accountability and sustainment plan.
Notes	



<b>3-d</b>	<b>Build/Rebuild Foreign Security Force Infrastructure:</b> All activities to create, improve, and integrate facilities. This may include physical infrastructures such as bases and stations, lines of communication, ranges and training complexes, and administrative structures.
	Assess current facilities for the FSF using acceptable standards for the region.
	Determine facilities required to be built or improved to meet FSF organization end state.
	Ensure Unity of Effort and integration of infrastructure improvements with Country Team and other lines of development.
	Consider 2 <sup>nd</sup> and 3 <sup>rd</sup> order effects when commissioning or executing projects WRT contracting, project determination, FSF or HN support, labor, timelines, community, etc...
Notes	
<b>3-e</b>	<b>Advise Foreign Security Forces:</b> All activities to provide subject matter expertise (SME), guidance, advice, and counsel to foreign security forces while carrying out the missions assigned to the individual/unit/organization. Advising will occur under combat or administrative conditions, at tactical or operational levels, and in support of individuals or groups.
	Utilize appropriate means for advising FSF. (Limited, Embedded, Partnering, Augmenting)
	Effectively communicate with your FSF counterpart.
	Effectively communicate through an interpreter.
	Build rapport with your FSF counterpart. <ul style="list-style-type: none"> <li>• Develop a Rapport Plan</li> <li>• Establish a Relationship with your FSF counterpart</li> <li>• Employ Cross-Cultural Empathy</li> <li>• Understand your FSF counterpart's actions through his point of view</li> <li>• Understand Societal Influences on your counterpart</li> <li>• Gain the Trust of your FSF counterpart</li> <li>• Understand your counterpart's Cultural, Social and Personal filters</li> </ul>
	Establish credibility with your FSF counterpart.
	Provide/Demonstrate Value to your FSF counterpart. (SME knowledge, Experience, Access, Material)
	Utilize the proper influences technique(s) at the appropriate times.
	Understand and Employ Effective Negotiations ISO your FSF counterpart.
	Effectively Influence/Advise Higher/Supporting/Adjacent Units and other Host Nation or Coalition Force contributors IOT progress the SFA mission objectives.
	Provide Subject Matter Expertise to the FSF on the Unit METs according to "your" mission analysis from your "counterpart's" point of view.
	Determine the appropriate times and tasks in which to; Teach, Coach or Advise your FSF counterpart.
	Evaluate effectiveness of Advisor Effort.
Notes	